

# Prosci change management webinar

## 3 roles of change sponsors

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### About Prosci®

#### Our value proposition:

To help organizations build **their own internal change management competencies** through the development and delivery of tools and methodologies

#### Our principles:

Research-based | Holistic | Easy-to-use

#### Prosci by the numbers:

6	Longitudinal studies
12	Years of research
66%	Fortune 500 companies
2000+	Research participants
4000+	Certified practitioners
45,000+	Registered members

### About Prosci® webinars

#### Webinar purpose:

- Educational
- Thought provoking
- Insights into new development
- New ideas, phraseology, language, and frameworks
- **Give you at least one hour per week to think about change management**

*Tools or downloads referenced in this free webinar are for webinar educational purposes; reproduction or distribution of these tools in your organization will require additional steps on your part.*

#### Prosci's channels:

- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Train-the-Trainer

#### Prosci's target audiences:

- Change management specialists
- Project teams and leaders
- Executives and senior leaders
- Managers and supervisors

#### Contact:

Telephone Support – 970-203-9332  
Email Support – webinar@prosci.com  
Webinars are presented by Tim Creasey, Prosci Chief Development Officer

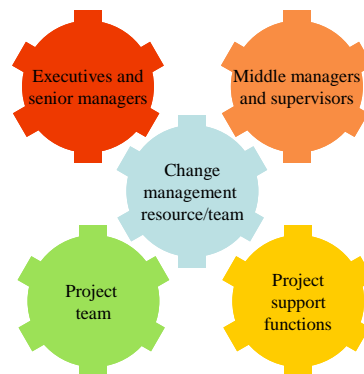
# Agenda

- Why sponsors are important
- Three primary roles of sponsors
- Benchmarking data
- What you can do



## Sponsors are one of the key roles in change management

- Some roles are enabling, others are employee-facing
- Executives and senior leaders are one of the two essential employee-facing roles in change management




## Sponsors provide authority and credibility

- Employees look to senior leaders for messages about the **project's importance** and the **organization's commitment** to the change



## Sponsors are the face and voice of change

-  is not enough
- Employees want to see and hear from sponsors in times of change



## Benchmarking results

- In each of Prosci's six benchmarking studies, participants were asked to identify the # 1 contributor to success:

In the 2009 study, sponsorship was cited 4 times more often than the next response

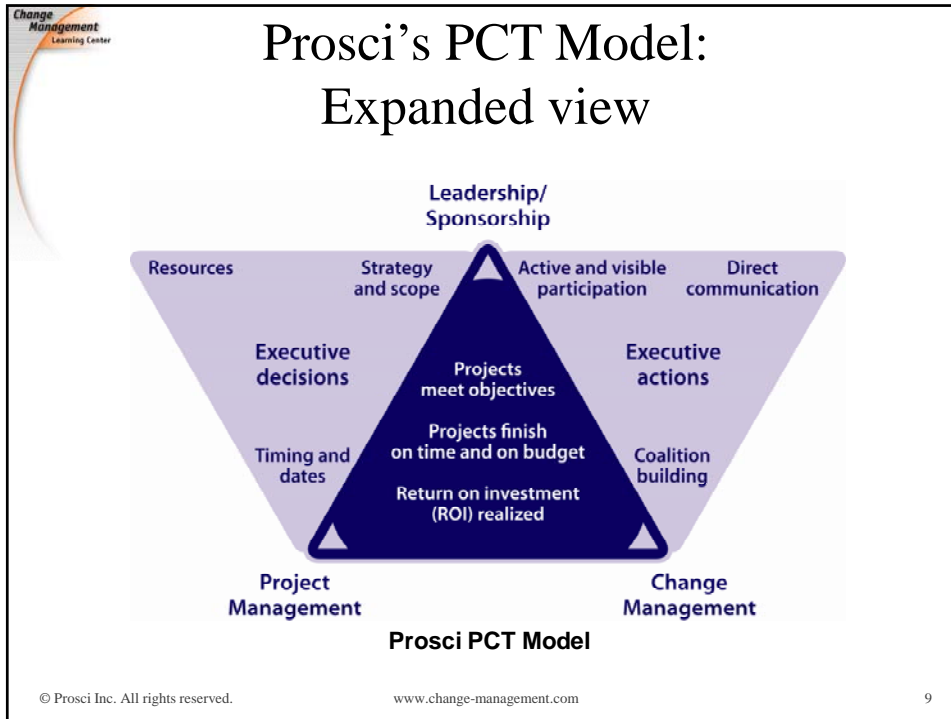
- 2009 #1 – Active and visible sponsorship
- 2007 #1 – Active and visible sponsorship
- 2005 #1 – Active and visible sponsorship
- 2003 #1 – Active and visible sponsorship
- 2000 #1 – Active and visible sponsorship
- 1998 #1 – Active and visible sponsorship

## Benchmarking results

- “Ineffective sponsorship” was identified as the biggest obstacle to change, even ahead of resistance, in the 2009 study
  - Inactive or invisible sponsors
  - Sponsors at the wrong level (not high enough in the organization)
  - Poor alignment among key stakeholders resulting in a weak sponsor coalition
  - Wavering sponsor commitment (especially on longer projects)



*\* From Prosci's Best Practices in Change Management benchmarking report*



- Change Management Learning Center
- ## Three primary roles of sponsors
1. **Active and visible participation throughout the project**
  2. **Build a coalition of sponsorship and manage resistance**
  3. **Communicate directly with employees**
- 

*\* From Prosci's Best Practices in Change Management benchmarking report*
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# 1. Active and visible participation

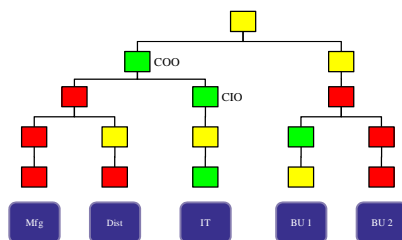
- Sponsorship is more than signing the check and kicking the initiative out the door
- Examples include:
  - Set expectations and establish clear objectives for the project
  - Hold the team accountable for results
  - Attend frequent project review meetings and actively review progress



**Beware of the vanishing sponsor!**

# 2. Build a coalition

- The coalition is NOT just an org chart
  - The coalition is based on “who is being impacted” and “who they see as in charge”

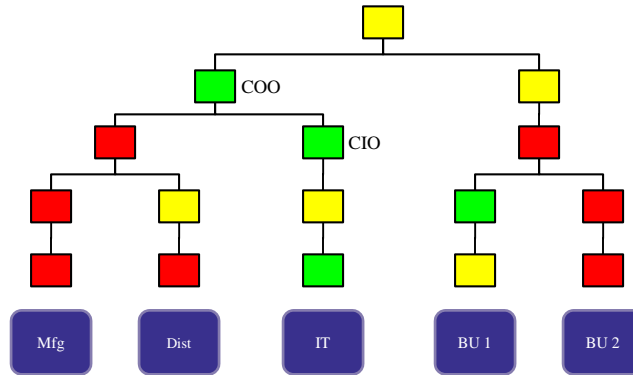


**The health of the sponsor coalition is a key predictor of success or failure of an initiative**

## 2. Build a coalition

### Bottoms up approach

1. Identify primary sponsor
2. Who is being impacted by the change?
3. Who do they view as "in charge"?
4. Connect the dots
5. Look farther up the chain if you have to
6. Evaluate the health of the coalition and make plans to improve it



Complete instructions and assessments for completing the sponsor assessment diagram found in **Phase 1 – Preparing for change** of Prosci's methodology



## 3. Communicate directly

- Participants identified senior business leaders as the preferred senders of messages about the business reasons for the change



\* Preliminary data from Prosci's 2011 benchmarking study

Most effective senders of change messages



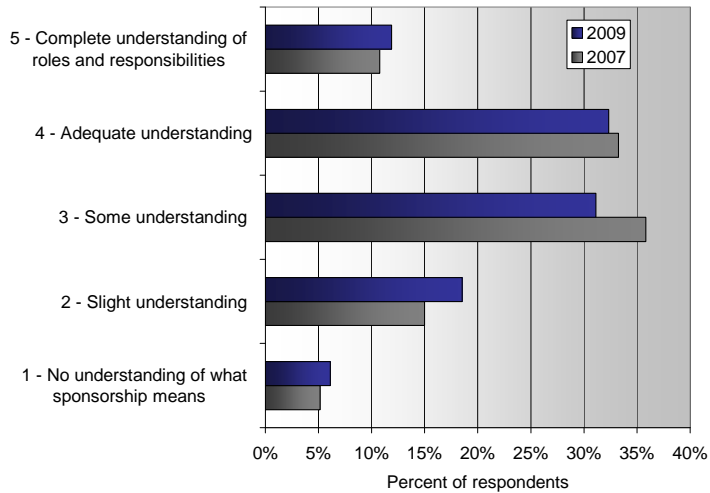
### 3. Communicate directly

- What do employees want to hear from sponsors?
  - Why the change is being made (Awareness)
  - What created the need for this change
  - Risk or cost of not changing
  - How this change aligns with overall direction
  - Goals and personal expectations
- Attributes of effective sponsor communications
  - Empathize with employees
  - Recognize the good work
  - Celebrate successes
  - Listen to and encourage feedback
  - Build excitement and enthusiasm
  - Show personal commitment
  - Communicate repeatedly to reinforce the message

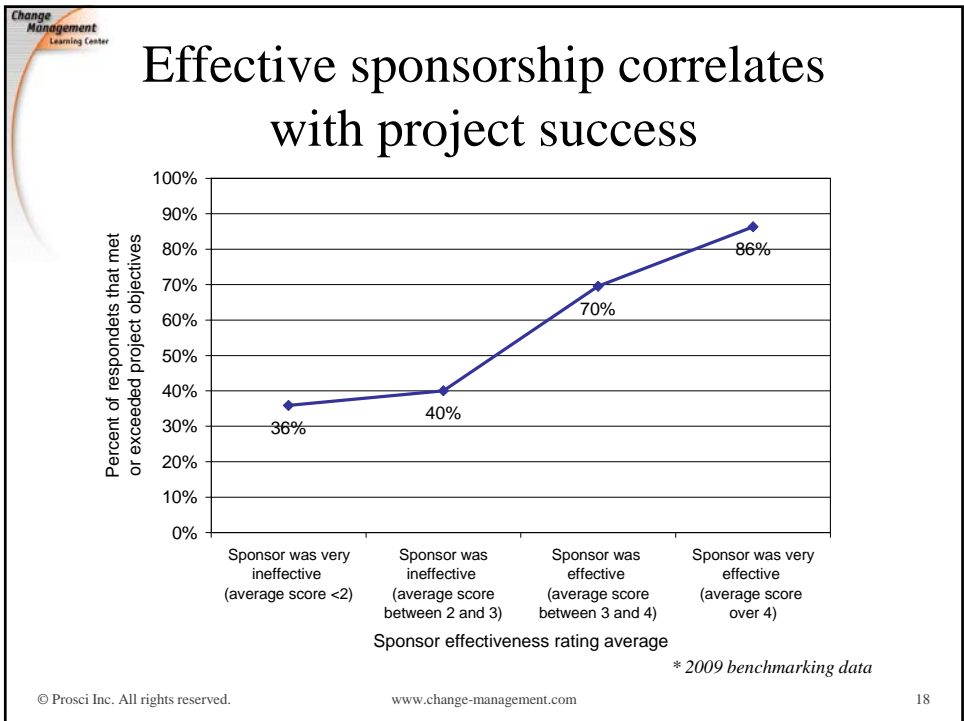
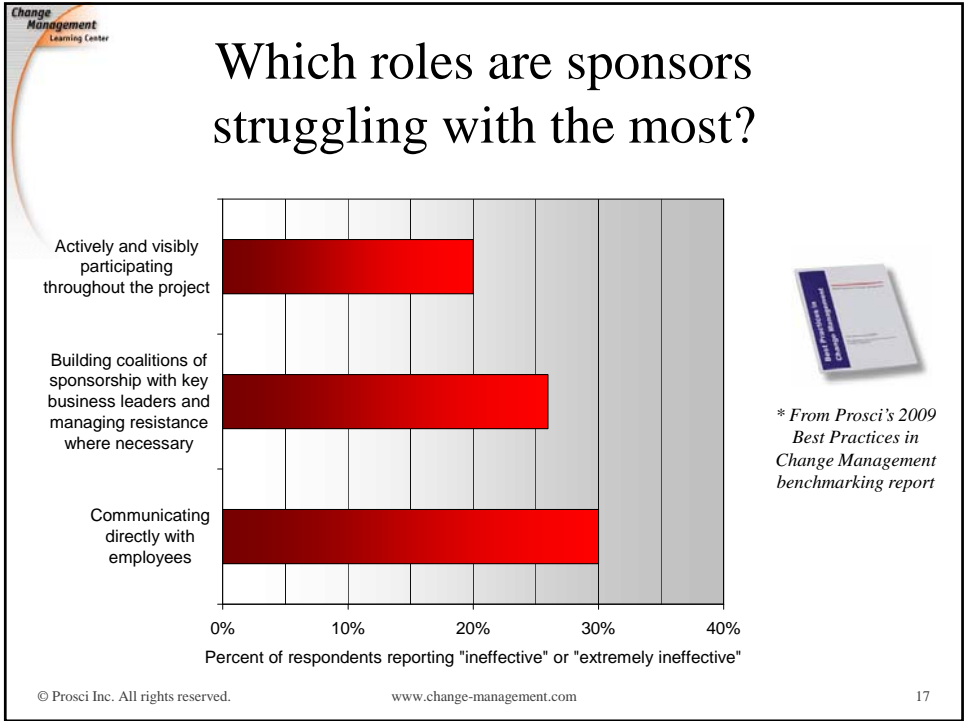
*\* From Prosci's Best Practices in Change Management benchmarking report*

### Do sponsors understand their role?

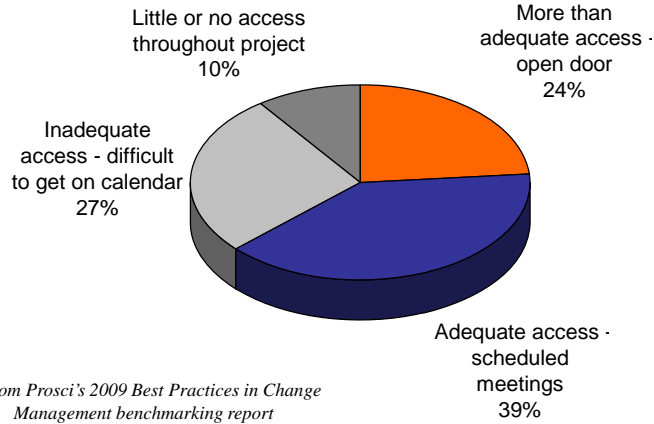
According to 2009 and 2007 study data, **56%** of sponsors do not have an adequate understanding of their role!



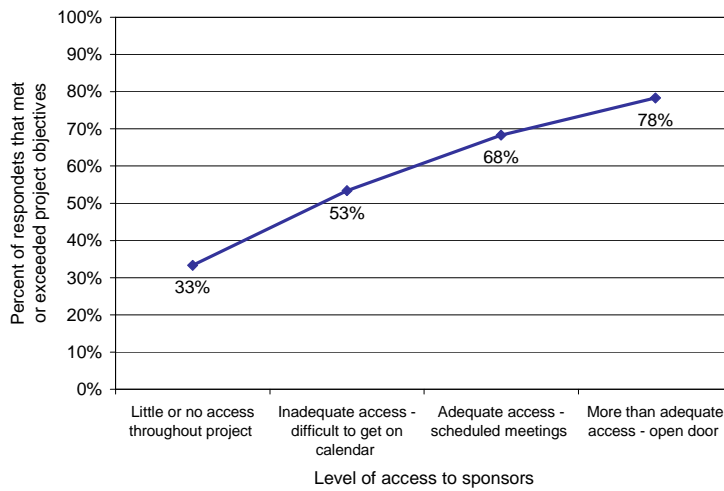
*\* From Prosci's 2009 Best Practices in Change Management benchmarking report*



## How much access do practitioners have to their sponsors




## High levels of sponsor access resulted in more successful projects



\* 2009 benchmarking data

## What you can do

- Remember that you are managing a change
  - No different than asking a front-line employee to follow a new process or use a new tool

 You are asking your senior leaders to make the following change: “be a great sponsor of change”

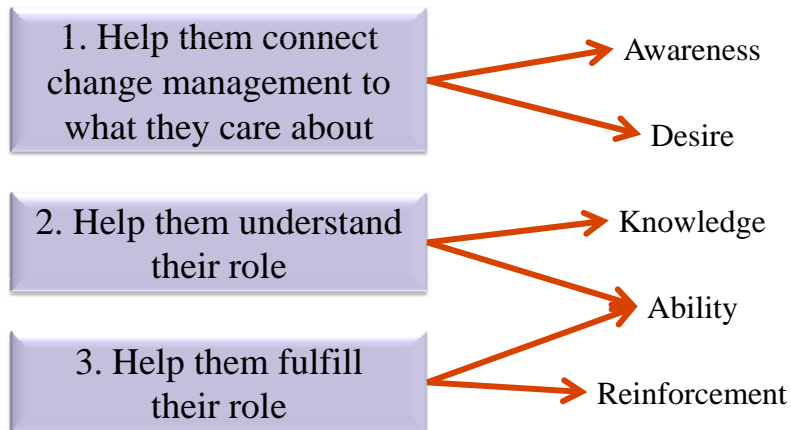
- Put on your ADKAR<sup>®</sup> glasses



## ADKAR<sup>®</sup> for “be a great sponsor”

### Your action steps

### Prosci’s ADKAR<sup>®</sup> Model



## Connecting change management to what they care about: **results**

- Must make a direct connection between effectively managing the people side of change and **financial and strategic performance**

Success of organizational change is **tied directly** to the success of individual change

Dramatically increase probability of meeting objectives

Dramatically increase probability of finishing on time

Dramatically increase probability of finishing on budget

**Unnecessary costs** from not managing the people side of change


**Unnecessary risk exposure** from not managing the people side of change

*If you want to realize the ROI you expect on the projects that you are funding, we need effective change management and your role as sponsor is key*

You know you've succeeded when you hear:

**“I get it. What do you need me to do?”**

## Help them **understand** their role

- Share the roles and responsibilities  
Clearly articulate what they need to be doing
- Share the biggest mistakes sponsors make  
Highlight what they should avoid doing and the risks
- Leverage the research 
- Use examples of good and bad sponsorship

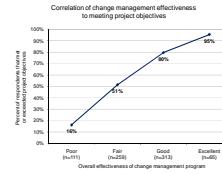
## Help them **fulfill** their role

- Create a sponsor roadmap for them  
(a deliverable of Phase 2 – Managing change™ in Prosci’s methodology)
- Do the leg work for them
  - Build presentations
  - Craft key messages
  - Write the text of emails
  - Get them on calendars
- Coach them
- Give them recognition and a “pat on the back”

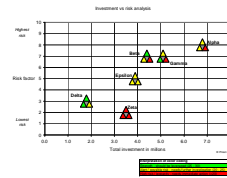
Make it as easy as possible for them to be the “face and voice” of the change

# Prosci's sponsor program

- Offered at your location
- Taught by former executives
- Intended audience: *"I authorize and launch change in my organization"* – a group of peers
- Outcomes:
  - Understand what change management is
  - Understand the value of change management
  - Understand their role in sponsoring change
  - Exposure to benchmarking data and best practices
  - Evaluate their own performance through self assessment
  - Evaluate the position of the portfolio of change
- Agenda:
  - Setting the stage for change management
  - Position your projects for strategic success
  - Position yourself for sponsorship success
  - Position your organization for change success



© Prosci. From Prosci's 2008 Best Practices in Change Management Benchmark Report



# Wrap up


3 reasons sponsors are so important	<ol style="list-style-type: none"> <li>1. They provide credibility and authority</li> <li>2. They are the face and voice of change</li> <li>3. They are the #1 contributor to success</li> </ol>
3 primary roles of sponsors	<ol style="list-style-type: none"> <li>1. Active and visible participation</li> <li>2. Build a coalition</li> <li>3. Communicate directly</li> </ol>
3 action steps for you	<ol style="list-style-type: none"> <li>1. Help them connect change management to what they care about (A&amp;D)</li> <li>2. Help them understand their role (K&amp;A)</li> <li>3. Help them fulfill their role (A&amp;R)</li> </ol>

**Change Management Learning Center**

## Prosci change management offerings

Research-based | Holistic | Easy-to-use

### Certification



3-day intensive program where you apply the methodology, process and tools to a real project as you learn them.

Earn CEUs, PDUs and HRCI credits


**Open enrollment:** offered at locations across the US, and also around the world by Primary Affiliates

**At your location:** for classes up to 15 participants


*"Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!"*

*"The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them."*

### Methodology tools



**Change Management Toolkit:** 3-ring binder with CD-ROM – complete process and set of assessments, worksheets and templates for creating change management strategy and plans




**Change Management Pilot Pro:** online methodology tool with "four-click" access to methodology, downloadable templates and assessments, benchmarking excerpts, presentations and numerous eLearning modules

### Additional training

**Onsite programs for:** Executives and senior leaders; Managers and supervisors; Front-line employees

**New:** Train-the-Trainer program teaches you how to deliver Prosci's change management programs in your organization

### Best Practices report



**Best Practices in Change Management (2009 edition):** most complete body of knowledge on change management available, with benchmarking results and lessons learned from 575 change practitioners – learn what works and what doesn't work for managing the people side of change

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**Change Management Learning Center**

## Change management certification

"Very easily the best, most educational learning experience in which I have ever participated." - Chris T.

- **Prosci change management public sessions** (Tuition: \$2100)
  - 3-day certification program in change management
    - Work on an actual change project from your organization
    - Utilize best practices research with more than 2000 companies worldwide
    - Get input from seasoned executive instructors and fellow classmates
    - "Hit the ground running" with your change management plans when you return
    - Earn 2.4 CEUs, 24 PDUs from PMI and 19.75 HRCI recertification credits
    - [www.change-management.com/change-management-training.htm](http://www.change-management.com/change-management-training.htm)
  - Offerings of the 3-day certification program:
    - Several times per month at locations across the United States, or at your location
    - Across the globe offerings by Primary Affiliates and Authorized Training Providers

"One of the best sessions for business training I have attended. Well structured methodology for immediate impact." - Ken M.

"Fantastic program to bring together the project management discipline with a change management methodology." - Keith S.

"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"Many training sessions only give the theoretical approach, but this one took it to the next necessary step of implementation. This will jump-start the change!" - Debra Q.

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**Change Management Learning Center**

## Change management certification

**Course locations across the U.S.**  
 Or bring the program to you – email [training@prosci.com](mailto:training@prosci.com) for information about onsite programs

Peaceful Valley Ranch  
Colorado Rocky Mountains

Stanley Hotel  
Colorado Rocky Mountains

Seascope Resort  
Monterey Bay, CA area

Plantation Inn  
Tampa, FL area

Grand Geneva  
Chicago, IL area

Hotel Baker  
Chicago, IL area

Airlie Center  
Washington DC area

Villas of Grand Cypress  
Orlando, FL area

Hyatt Regency Grand Cypress  
Orlando, FL area

"This program absolutely over-delivered my expectations. I now feel more prepared and better equipped to do my job."  
- Paul S.

"Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!"  
- Robin S.

"This was the most effective and engaging course I've ever taken. I feel that I can truly use this knowledge in my personal and professional life immediately." - Lisa S.

"The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them." - Jennifer J.

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**Change Management Learning Center**

## Prosci Train-the-Trainer

- The goal of Prosci's Train-the-Trainer (TTT) program is to enable you to **facilitate an experience** that transforms how someone sees themselves when it comes to managing the people side of change.
  - [www.change-management.com/ttt/index.htm](http://www.change-management.com/ttt/index.htm)

**Courses you can teach following TTT:**

- Prosci's 3-day program for change management practitioners and project team members
- Prosci's 1-day coaching program for managers and supervisors
- Prosci's 4 to 6-hour sponsor program for executives and senior leaders
- Prosci's 1-day primer for front-line employees

**Topics covered in the 3.5 day TTT program:**

- Philosophy and principles
- Success factors
- Preparing for a course
- The big picture
- Storytelling
- Transitions and activities
- Facilitator challenges
- Course facilitation

Prosci's TTT program is delivered at the Change Management Learning Center in Loveland, CO each month. See dates at the website above. Class size is limited to 5, so seats are limited.

"Companies around the world are building competency in change management to become more flexible in today's marketplace. Prosci's Train-the-Trainer program gives you the ability to provide these courses internally - and for a lower cost to your organization."  
~ Jeff Hiatt President and CEO, Prosci Inc.

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## Resources for applying the Prosci methodology

- The following resources were used in the creation of this webinar. If you are looking for more detailed descriptions, checklists and tools, visit [www.change-management.com/bookstore.htm](http://www.change-management.com/bookstore.htm) for ordering information.
- Resources for developing change management plan
  - **Change Management Toolkit** (\$349)
    - Change management principles, process, templates and checklists in an easy-to-use 3-ring binder with CD-ROM
    - [www.change-management.com/change-management-toolkit.htm](http://www.change-management.com/change-management-toolkit.htm)
  - **Change Management Pilot Pro 2010** (\$449)
    - Online version of Prosci's methodology and tools
    - Updated content with latest best practices and new assessments
    - [www.change-management.com/cm-pilot.htm](http://www.change-management.com/cm-pilot.htm)

## Reference and research materials

- Reference guides
  - **Best Practices in Change Management benchmarking report** (\$249)
    - 2009 benchmarking study, most comprehensive report ever
    - Lessons-learned and findings from 575 participants from 65 countries
    - [www.change-management.com/best-practices-report.htm](http://www.change-management.com/best-practices-report.htm)
  - **Change management: the people side of change** (\$18.95)
    - Introduction to and foundation in managing the people side of change
    - [www.amazon.com](http://www.amazon.com) and search for "change management"
  - **ADKAR: A model for change in business, government and our community** (\$18.95)
    - The definitive explanation of the ADKAR model and how it can be applied to create successful change
    - [www.change-management.com/adkar-book.htm](http://www.change-management.com/adkar-book.htm)

## Resources for supporting others

- Support for managers and supervisors
  - **Change Management Guide for Managers and Supervisors** (\$189)
    - 3-ring binder with detailed guidelines and exercises to help managers support their employees through the change process
    - [www.change-management.com/managers-guide.htm](http://www.change-management.com/managers-guide.htm)
  - **Employee Survival Guide to Change** (\$14.95)
    - A handbook to help employees survive and thrive during change with frequently asked questions and tools for managing personal transition
    - [www.change-management.com/survival-guide.htm](http://www.change-management.com/survival-guide.htm)
  - **Coaches training session** (onsite, call for pricing)
    - 1-day program full of exercises to apply coaching principles
- Executives and senior leaders
  - **Executive briefing** (onsite, call for pricing)
    - 4 to 6 hour session geared to show senior leaders how they can be successful sponsors of change, with assessments and application on real changes

## Enterprise perspectives

- In addition to the tools for applying change management on a particular change effort, Prosci has offerings to support organizations who have taken the next step – toward managing the portfolio of change and building change management competencies throughout the organization
- **Change Portfolio Toolkit** (\$800)
  - A structured approach and set of tools for bringing clarity to the portfolio of change. Use Change Scorecards, the Group Impact Matrix, Change Heat Maps and the Portfolio Dashboard to better understand and manage the portfolio of change in the organization
    - [www.change-management.com/portfolio-toolkit.htm](http://www.change-management.com/portfolio-toolkit.htm)
- **ECM Lab** (\$4000 + \$250 per participant for materials)
  - A facilitated design session that helps you and your team create a customized plan for rolling out change management in your organization.
  - Conducted over five “live” sessions with assignments for lab work in between by your ECM team.
    - [www.change-management.com/ecmlab.htm](http://www.change-management.com/ecmlab.htm)

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